

Project Concept and Definition

Project Statement

Initial Release	1.0
Date:	January 1997

What is the Project Statement?

*Each project is unique and
Must be individually defined*

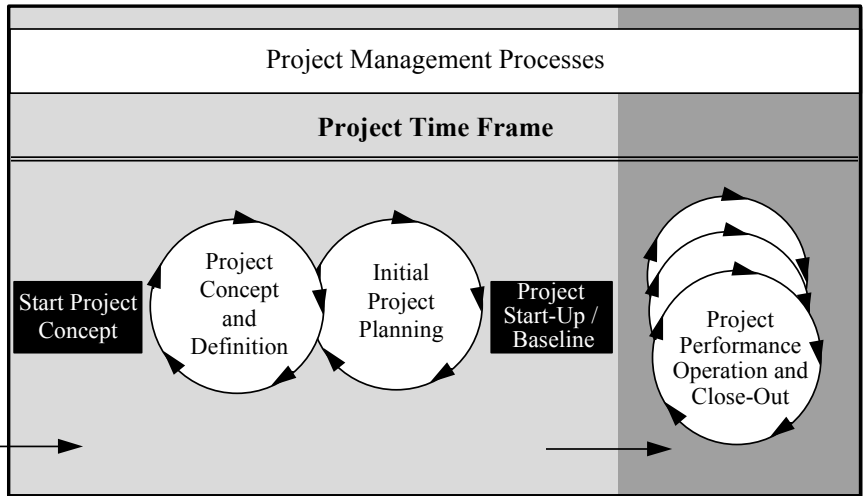
The project statement, and business analysis are key elements to starting an IT implementation.

Projects will vary in terms of complexity, but all should have some level of initial concept definition. For some projects, it may take only a few days to complete this phase; for others, it could take months. This phase is critical to guaranteeing buy-in for a project.

Shown below is the relationship between the various project phases. The concept phase is the first phase and overlaps with the project planning. Activities conducted during the concept phase will eventually be integrated into the various planning documents and/or will drive the planning elements such as schedule and budget.

For example, the statement of work and the project objectives become part of the project plan that will define the project for its duration.

Project Management Phases



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Elements of the Project Statement

The first task in the project concept and definition phase is the development of the project statement or concept paper. To develop this information, the state organization identifies the:

- **Project Manager.** This may not be the project manager for the project performance stage, but should be the person who owns the project during the concept and planning stages.
- **Project Team.** As appropriate, depending on the size of the effort, to perform the initial conceptualization work.
- **Concept Participants.** Organizational entities and individuals that need to provide input to the project statement to determine project direction.
- **Stakeholders and Customers.** Individuals and entities that could be actively or passively involved in the project and may be positively or negatively impacted as the project is completed.

During this part of the concept phase, the project team defines the:

- Project charter and objectives
- Consistency of the project within the state organization's business plan/direction
- Relationship of the project to the IT strategic plan
- High-level approach and project strategy
- Success factors for the project

The project team will also review information and conduct meetings and JAD (Joint Application Development) sessions. At this point, items to be considered are the:

- Preliminary "build versus buy" solution
- Appropriate methods for application and deployment of technology
- Resource requirements

This information can be presented in a number of ways. A summary at the end of a section is one approach.

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Project Statement Format

The *real issues* during the concept phase are not the written documents, but the processes that occur to truly evaluate the appropriateness of a specific project and whether it can be started. The material generated as a by-product of these processes will be reviewed to make those business decisions.

The actual methods and format for this work are determined by individual state organizations. However, a summary and presentation of the information, in many ways, is driven by the FSR process.

The goal during this phase, and specifically with the project statement, is *not* to generate a 200-page document, but rather to provide a concise summary of information necessary to review and thus determine if the project should be initiated.

Who Does What?

The levels of responsibility are:

- The **Project Manager**, for development of the project statement and orchestrating the concept development processes.
- The **State organization**, for reviewing the information and participating as appropriate in the review sessions.
- **Stakeholders and Users**, to provide necessary input via JAD sessions and other interactive processes to more fully define what the view of the project should be.

How Should the Project Statement be Developed?

There are various methods for developing the needed concept information that the project team may wish to use, including:

- Brainstorming sessions
- Formal executive meetings
- Stakeholder or user meetings
- Technology research and documentation methods
- Interviews with technology experts
- Vendor demonstrations

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A Plan for Planning

All of these methods should be aimed at defining the project at the highest conceptual level that provides the necessary business needs, project charter, and objectives. The project teams should avoid designing the system.

During this project phase, state organizations may determine that a top-level project plan should be provided to detail the information on completing the concept phase and conducting the planning phases. This plan would not be baselined, but would be used to review the cost and time necessary to complete these activities.

This information will be especially important if the state organization needs additional funding or requests incremental funding to complete these phases. Again, this is a plan for doing the planning and not the project. It should consist of:

- Tasks to complete the project constraints and assumptions and the planning phases. (This should include some estimation on procurement activities if the project performance will include a contractor.) The estimated number of tasks should be 2 to 10.
- A list of the resources needed to complete these stages.
- Estimated cost (budget) for these tasks.

Timeframe for Completion

The general timeframe for most project teams to complete the process to generate a project statement varies widely and is driven by unlimited factors. A generic timeframe showing where each of the concept activities starts and ends is provided below.

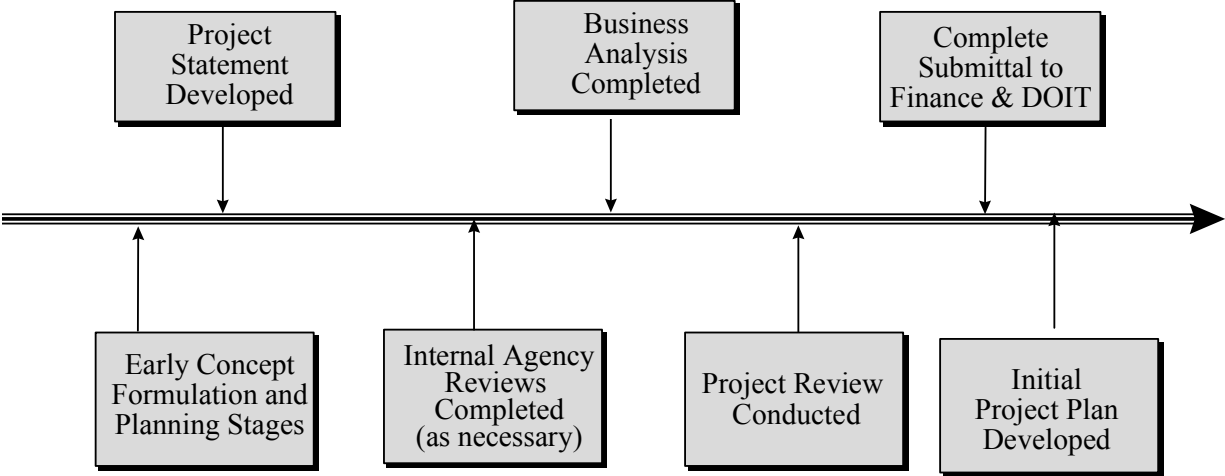
This timeframe is provided only as a guideline, since each project is unique and will require different levels of detail, research, and development. It does not take into consideration all levels of state organization review that may vary between state organizations. This general timeframe can be adjusted to reflect internal organizational reviews, and then used to define a general sequencing of activities to project teams just starting.

Project Concept and Definition

Project Statement

Initial Release	1.0
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General Timeframe for Concept Development



Project Statement Form

The remainder of this section provides the outputs from the conceptual processes (Form: PM 02). This is not the only format that can be used. A project statement that has been organized following these general information categories should result in a valid concept definition.

- General Information
- Project Charter
- Success Factors
- Strategic and Background Information
- Planning Information
- Financial Planning and Strategic Information

Form: PM 02

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Project Statement Form

A. General Information

Information to be provided in this section is general in nature and provides the necessary information about the organization of the project and project participants.

Project Name: **Date:**

State organization: **Submitted By:**

Please answer the following questions by marking "Yes" or "No" and providing a brief response as appropriate

Yes No

Is this an updated Project Statement? Is so, reason for update: _____		
Is concept development effort funded? If yes, how much _____		
Is this a follow-on to a previous project? If "yes," please provide: Name of previous project: _____ Date Completed: _____		

Points of Contact.

Please list the individuals who will be responsible for this project during its initial conceptual and planning stages, as appropriate. This will be the group of individuals that meets to review and discuss the project statement and sizing.

Position	Name/Organization	Phone	E-mail
Project Manager			
Senior Management Sponsor			
Senior Technical Sponsor			
Procurement Contact			
Customers:			
Other Stakeholders (Top 3):			

B. Project Charter:

Project Concept and Definition

Project Statement

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Business Problem.

All projects start with a business problem/issue to solve.

Sample

The lack of a statewide automated planning system for scheduling transportation road repair maintenance resources has resulted in road closures, duplicated capital expenditures, and increased staff overtime costs.

Statement of Work (Goal).

The statement should be short and to the point. It should not contain language or terminology that might not be understood.

Sample

Design and prototype an automated, dynamic planning system by Q4, 1997, based on an SQL database and GUI front end. Based on the prototype, pilot the system and complete full implementation by Q4, 1998.

Project Objectives:

Provide a brief, concise list of what the project is to accomplish.

The project objectives are a detailed version of the statement of work. Taken with the statement of work, the objectives define the boundaries (scope) of the project. The objective statement can also be seen as a decomposition of the statement of work into a set of necessary and sufficient objective statements, including:

Outcome - Be specific in targeting an objective

Measurement- Establish a measurable indicator(s) of the progress

Ownership - Make the object assignable to a person for completion

Timeframe - State what can realistically be done with available resources

Sample

1. Define the planning requirements for the system by Q2, 1997
2. Define user needs in terms of inputs and outputs by Q2, 1997
3. Conduct user and stakeholder meetings during Q1 and Q2, 1997
4. Develop the prototype and test, with a completion date of Q4, 1997
5. Conduct the pilot of system with completion by Q2, 1998, with the pilot lasting at least three months
6. Complete system acceptance and user documentation by Q3, 1998
7. Complete system installation at all locations by Q4, 1998

C. Success Factors:

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List factors that will be used to determine the success of the project.

This part of the project statement should answer the question, "Why do we want this project?" It is essential that the criteria be quantifiable and measurable and, if possible, related to a business value. Best choices for success criteria are what the bottom-line impact of the project will be.

Sample

1. The prototype provides the necessary planning information as defined by the formal test criteria developed as part of the project plan.
2. The pilot installation was completed following modification defined during the prototype and documented in an updated acceptance test plan.
3. The automated planning system is fully implemented, and over 80% of the regional offices are using the tool to perform daily tasks, as verified by follow up calls.

D. Strategic and Background Information:

Please answer the following questions by marking "Yes" or "No."

	Yes	No
Is the project consistent with the state organization Business Plan.? Briefly state: _____		
Is the project identified in the state organization IT strategic plan?		
Has this plan been reviewed by Finance? If so, what is the date of the plan? _____		

Business Area or IT Area Impacted. Check all appropriate functions.

Project Management	Planning	Document Tracking	Program-specific Data Management system
Human Resources	Procurement	Workflow Management	Help Desk
Financial	Year 2000	Desk Top Productivity	

Other Business Functions:

Project Concept and Definition

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Types of Technology. Identify technology areas that might apply to this project. Check all appropriate categories.

SQL Database		Real Time		Expert System		LAN	
Client Server Architecture		Imaging		WAN/Internet		Desktop application	
Main Frame Solution		Electronic Data Interface		C.A.D.		Other	

Other Technology Areas:

E. Planning Information (internal state organization use):

A small amount of high-level planning information should be provided with this project statement if any sizable effort of business analysis needs to be completed. If not, this section may be omitted.

Provide a draft list of activities to complete the concept and planning phases list. There should be approximately 2 to 10 tasks.

Activity #	# of Days	Estimated Cost	Activity Description	Milestone

Attach a schedule for these tasks if available.

Project Concept and Definition

Project Statement

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F. Planning Financial and Schedule Information:

<i>Estimated Budget</i>	<i>Low:</i>	<i>Estimated Start Date:</i> <i>(Qtr. and Yr.)</i>	
	<i>High:</i>		
<i>Estimated Planning Length (Months)</i>		<i>Estimated Completion Date:</i> <i>(Qtr. and Yr.)</i>	
<i>Fiscal Year 1 Dollars</i>		<i>Fiscal Year 2 Dollars</i>	

Other related information: